

25 June 1984

MEMORANDUM FOR: Deputy Director for Operations  
FROM: Deputy Director of Central Intelligence  
SUBJECT: Inspector General Staff

1. Jim Taylor has instituted some changes in the IG process that I would like you to continue and foster:

- He has developed a tight schedule, ensuring that inspections do not drag out forever but are completed by a certain time. You should continue to insist that the inspectors drive against that schedule and not permit slippages to screw up the whole program.
- You should keep the heat on the inspectors to maintain the high quality of recent inspection reports. When they come up with nitpicks, they should pass them on orally to the head of the component involved rather than waste time including all of this in the inspection report itself. The goal should continue to be to work constructively with the components to improve their way of doing business.
- We have made great headway in ensuring quality work from the IG Staff by insisting on quality people. I want you to keep up the pressure on the directorates to make sure we continue getting first-class people for the IG Staff.
- I like the 3-4 month inspection tours that Jim has begun. They can provide greater flexibility to the inspection program as well as provide excellent experience for the people involved. You will have to make sure that you schedule these well in advance with the directorates to ensure that you get good people without interfering in any way with their own career planning.
- I also want you to continue the program of having the Audit Staff worry about compliance issues. The auditors feel a little less comfortable with this work than they do with their usual work of playing with numbers so you may have to push them a bit.
- Make sure you demand the utmost integrity from the inspectors and their work. I don't mind their making mistakes of judgment as long as they are basing those judgments on fact. They should report fact, not hearsay.

2. In addition to all of that, have a good time!

/s/  
John N. McMahon

cc: IG (Eyes Only)  
D-IG (Eyes Only)